

Unknown

From: Calem, Mark (CGI Federal) [REDACTED]
Sent: Tuesday, July 09, 2013 10:15 AM
To: Chao, Henry (CMS/OIS); Grothe, Kirk A. (CMS/OIS); Oh, Mark U. (CMS/OIS); Manambedu, Lakshmi (CGI Federal); Van, Hung B. (CMS/OIS); Coutts, Todd (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Murray, Ruairi S. (CMS/OIS); Berkley, Katrina (CMS/OIS); Rhones, Rhonda D. (CMS/OIS)
Subject: RE: IT support for PPFG
Importance: High

Henry,

I met with the FM team to get a better understanding of the issues that Jeff brought up. While I can understand some of Jeff's concerns, there is a bigger picture around where we stand with FM and our plans to get the work done.

- We do have a separate team for FM which stands at 24 FTE's, including 11 developers and 3 architects). This team is focused on only FM tasks
- We did have to move a few of the staff to PM & E&E to balance competing priorities, but for the FM staffing levels were commensurate with planned size of the team per the budget. Having said this, we are planning on adding 11 additional staff given the new SOW to support all of the FM tasks -- some of which have already started.
- In terms of the five tracks:
 - We are working diligently on the SBM data collection / advanced CSR date calculation. This is the first FM component to go live we are working through some initial build/deploy/integration challenges. The timeframe was accelerated and we have just received a new CR that has thrown a wrinkle into the solution. But we are working through it. From my last report, there are two critical defects outstanding that are being addressed.
 - HIGLAS Integration is on target. However, we still don't have all of the requirements for Bookkeeping and we are facing some challenges where prior decisions are being re-opened.
 - Payee/banking data collection slated for 9/16 is tight -- and we plan to add additional staff to support development activities. We would like to discuss this target date as it is in the middle of preparing E&E for open enrollment and this data isn't needed for operations until December 2nd
 - APTC/CSR/user fee monthly payment calculation is not an October 1 item and we have not placed a high priority on it.
 - Edge Server initial deployment does present a challenge since it is true that the key resource that was leading this effort is fully engaged with SBM data collection. This has hampered our ability to hold some technical meetings during the past few weeks -- but we have supported the majority. We will restart our focus on this, but we need to discuss overall capabilities -- since we think there are some features that are not essential for the initial deployment.

As we have discussed before, we are working through program-wide priorities, but we understand the timelines and importance of the FM tasks and are working hard to complete them. Please let me know if you have any questions.

Thanks, Mark

Mark Calem | Vice President, Consulting | CGI Federal
 [REDACTED]

From: Chao, Henry (CMS/OIS) [REDACTED]
Sent: Monday, July 08, 2013 7:29 PM
To: Calem, Mark (CGI Federal); Grothe, Kirk A. (CMS/OIS); Oh, Mark U. (CMS/OIS); Manambedu, Lakshmi (CGI Federal); Van, Hung B. (CMS/OIS); Coutts, Todd (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Murray, Ruairi S. (CMS/OIS); Berkley, Katrina (CMS/OIS); Rhones, Rhonda D. (CMS/OIS)
Subject: Re: IT support for PPFG

I just talked to Jeff and he understands things needed to shift between priority items. I don't think he was saying he would be willing to sacrifice E&E so that FM could show progress that was not priority.

It would be good to Respond to Jim though since Jeff has raised his concerns. Thanks.

Henry Chao
Deputy Chief Information Officer and Deputy Director
Office of Information Services
Centers for Medicare & Medicaid Services
7500 Security Blvd
Baltimore, MD 21244

From: Calem, Mark (CGI Federal) [REDACTED]
Sent: Monday, July 08, 2013 07:19 PM
To: Chao, Henry (CMS/OIS); Grothe, Kirk A. (CMS/OIS); Oh, Mark U. (CMS/OIS); Manambedu, Lakshmi (CGI Federal) [REDACTED]; Van, Hung B. (CMS/OIS); Coutts, Todd (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Murray, Ruairi S. (CMS/OIS); Berkley, Katrina (CMS/OIS); Rhones, Rhonda D. (CMS/OIS)
Subject: RE: IT support for PPFG

Henry, message received....i am on top of this and will get you a response ASAP.

Mark

Mark Calem | Vice President, Consulting | CGI Federal
[REDACTED]

From: Chao, Henry (CMS/OIS) [REDACTED]
Sent: Monday, July 08, 2013 6:32 PM
To: Grothe, Kirk A. (CMS/OIS); Oh, Mark U. (CMS/OIS); Manambedu, Lakshmi (CGI Federal); Calem, Mark (CGI Federal); Van, Hung B. (CMS/OIS); Coutts, Todd (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Murray, Ruairi S. (CMS/OIS); Berkley, Katrina (CMS/OIS); Rhones, Rhonda D. (CMS/OIS)
Subject: RE: IT support for PPFG

Replying to include others...

Henry Chao
Deputy CIO & Deputy Director,
Office of Information Services

Centers for Medicare & Medicaid Services
[REDACTED]

From: Chao, Henry (CMS/OIS)
Sent: Monday, July 08, 2013 6:30 PM
To: Grothe, Kirk A. (CMS/OIS); Oh, Mark U. (CMS/OIS); Lakshmi Manambedu [REDACTED] Calem, Mark (CGI Federal) [REDACTED] Van, Hung B. (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Murray, Ruairi S. (CMS/OIS)
Subject: FW: IT support for PPFG
Importance: High

Can you get me a response on this to refute what Jeff is saying?

Henry Chao
Deputy CIO & Deputy Director,
Office of Information Services
Centers for Medicare & Medicaid Services
[REDACTED]

From: Kerr, James T. (CMS/CMHPO)
Sent: Monday, July 08, 2013 6:01 PM
To: Chao, Henry (CMS/OIS)
Cc: Grothe, Kirk A. (CMS/OIS); Lorenz, Samara A. (CMS/CCIIO)
Subject: IT support for PPFG
Importance: High

Henry, We need to discuss at your earliest convenience. Thanks, Jim

James T. Kerr

James T. Kerr, acting Deputy Director, Operations, CCIIO and Consortium Administrator CMHPO | Centers for Medicare and Medicaid Services [REDACTED]

From: Arnold, Sharon B. (CMS/CCIIO)
Sent: Monday, July 08, 2013 3:30 PM
To: Kerr, James T. (CMS/CMHPO)
Cc: Lorenz, Samara A. (CMS/CCIIO); Iyer, Raj (CMS/CCIIO); Grant, Jeffrey (CMS/CCIIO); Russell, Brigid M. (CMS/CCIIO); McWright, Laurie (CMS/CCIIO); Arnold, Grace C. (CMS/CCIIO)
Subject: FW: IT support
Importance: High

Jim,

I am forwarding an email from Jeff Grant outlining significant concerns with the FM build. Throughout this process, we had been assured by OIS that we had a separate development team working on FM issues, and the delay and issues surrounding the PM and E&E build would not impact our development. Even though some of our developers had been "loaned" to the PM team to help with their development for a short time, we were assured that our CGI resources would be protected. It now seems that there is a significant resource

issue impacting the FM build, and as far as we can tell our FM liaison from OIS (Walt Dunick) is just learning of this as well.

We will continue to work through this issue and streamline and prioritize where we can. We wanted you to be aware, in case you wanted to raise this with Henry Chao.

sharon

Sharon B. Arnold, Ph.D.
 Director, Payment Policy and Financial Management Group
 CCIIO

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From: Grant, Jeffrey (CMS/CCIIO)
Sent: Monday, July 08, 2013 3:15 PM
To: Arnold, Sharon B. (CMS/CCIIO)
Cc: Russell, Brigid M. (CMS/CCIIO)
Subject: IT support

We just got off an extended set of development planning meetings with OIS. Suffice to say, the upshot is that the FM build appears to be way off track and getting worse. We also finally were told that there are only 10 developers total working on the FM build for all functionality. Only one of these developers is at a high enough skill level to handle complex issue resolution, which now appears to be required for all aspects of our build. With these limited resources, CGI is supposed to be developing on five tracks right now:

1. SBM data collection/advance CSR rate calculation
2. HIGLAS integration
3. Payee/banking data collection
4. APTC/CSR/user fee monthly payment calculation
5. Edge server initial deployment

Our SBM data collection effort is weeks behind schedule with most of the CGI test cases failing. Due to coordination issues between CGI and QSSI (as independent testing contractor), there has been no independent testing and CGI still cannot support user acceptance testing (originally scheduled for early June). We are one week out from production deployment, and we are being told already that it doesn't work. Furthermore, there is much functionality that was not yet completed that will either go in a "hot fix" for late July or into the 8/15 release.

HIGLAS integration will be barebones at best when we get to the early August integration test. There was some early development done last year that helps out this effort, but much remains to be accomplished in order to start integration testing with OFM next month. CGI expects to go into testing with the hub in mid July, but given the status of SBM data collection, this looks like a highly ambitious date. Since all transactions must go through the hub translator, this integration test is a critical success factor for the overall development.

Payee/banking data collection module is a user interface module that has 10 UI screens. None of the screens are developed. The developer for this piece left CGI and they are working on a replacement. This piece is

supposed to go into production 9/15. Needless to say it is in jeopardy.

Edge server, scheduled for full deployment 9/2, has not gone back into development. Although it has been through Beta test and functionality does exist, there are several critical items that need to be addressed prior to our go-live of 9/2. CGI scheduled a series of meetings to finalize the design for the 9/2 release. Some of these meetings have been completed as scheduled, but others have been canceled, including the one scheduled for this afternoon. CGI initially said that they did not have a list of items for discussion. When we pressed CGI about why we were not meeting when we are about a month out from testing and no development has started, CGI said that they had insufficient resources to cover this subject given the problems with the SBM deployment.

APTC/CSR/user fee monthly processing is not yet in development. Given the previous issues, it is hard to say when this work will go into development.

So while OIS has always said we had an independent team for FM development, they have never revealed the seriously substandard level of staffing that this team has. We believe that our entire build is in jeopardy. I think we need to consider which items in our build will not be done if we don't get substantially greater staffing levels.

Jeff Grant
Centers for Medicare & Medicaid Services
Center for Consumer Information and Insurance Oversight
Payment Policy and Financial Management Group



Unknown

From: Chao, Henry (CMS/OIS)
Sent: Saturday, July 20, 2013 7:55 AM
To: Cheryl Campbell; Bikram Bakshi; Chris Drumgoole; Par Rachakonda - US; Outerbridge, Monique (CMS/OIS); Oh, Mark U. (CMS/OIS); Grothe, Kirk A. (CMS/OIS)
Cc: Karlton Kim; Laura Fasching; Calem, Mark (CGI Federal); Lakshmi Manambedu; M Finkel BB; Van, Hung B. (CMS/OIS); Donohoe, Paul X. (CMS/OIS); Coutts, Todd (CMS/OIS); Rhones, Rhonda D. (CMS/OIS); Berkley, Katrina (CMS/OIS); Rich Martin; Alan Koch; Geraldine Clawson; rich.schwarzkopf; [REDACTED] Ari Knausenberger; Radcliffe, Glenn D. (CMS/OIS); Joann Davis; Brian Paget; Kash Badami; Thurston, Robert (CMS/CTR); Um, Peter (CMS/CTR); Igor Rafalovich; Riyaz Momin; Timothy Andrews; Mike Oelrich; Alicia Anderson; Stanley Rowen; Margush, Doug C. (CMS/OIS); Dill, Walter (CMS/OIS); Dunick, Walter T. (CMS/OIS); Lazenby, Daniel (CMS/OIS); Burke, Sheila M. (CMS/OIS); Schmidt, Donna W. (CMS/OIS); Adkins, Laura J. (CMS/OIS)
Subject: House Oversight and Government Reform Committee - Evaluating Privacy, Security, and Fraud Concerns with ObamaCare's Information Sharing Apparatus
Importance: High

Below are information and links to the Congressional Hearing Marilyn Tavenner and I attended this past Wednesday.

I am not sharing this with you because I think it's entertaining and informative. I wanted to share this with you so you can see and hear that both Marilyn and I under oath stated we are going to make October 1st. I would like you put yourself in my shoes standing before Congress, which in essence is standing before the American public, and know that you speak the tongue of not necessarily just past truths but the truth that you will make happen, the truth that is a promise to the public that millions of people depend on for us to make happen.

Aside from the political rhetoric, ranting, etc. my perspective is that on a personal and professional basis I made this promise on behalf of all of us and I have no doubt together we will drive the outcomes that flow from this promise.

Everyone in this email is a leader in this endeavor and I thank you for the support and vigilance in maintaining this promise that I speak of. I ask that you all take it every bit as serious as I do every minute of each day and in fact I will depend on it since much of my time going forward will be spent on Capitol Hill.

Please share this up, down, and wide so everyone will know not just what I promised on their behalf, but also to know that I am a true believer in our collective talents and commitment to change the world we live in and improve the lives of real people.

Thank you.

Henry Chao
 Deputy CIO & Deputy Director,
 Office of Information Services
 Centers for Medicare & Medicaid Services
 [REDACTED]

The included link is to a C-SPAN video of the hearing.

<http://www.c-spanvideo.org/program/CareInfor>

House Oversight and Government Reform Committee

11/12/2013

Wednesday July 17,2013 | 10:00 a.m. in 2154 Rayburn House Office Building

<http://oversight.house.gov/hearing/evaluating-privacy-security-and-fraud-concerns-with-obamacares-information-sharing-apparatus/>

Witnesses

The Honorable Danny Werfel

Principal Deputy Commissioner

Internal Revenue Service

The Honorable Marilyn B. Tavenner

Administrator

Centers for Medicare and Medicaid Services

U.S. Department of Health and Human Services

Mr. Henry Chao

Deputy Chief Information Officer

Deputy Director of the Office of Information Services

Centers for Medicare and Medicaid Services

U.S. Department of Health and Human Services

Mr. Alan R. Duncan

Assistant Inspector General for Security and Information Technology Services

Treasury Inspector General for Tax Administration

Unknown

From: Chao, Henry (CMS/OIS)
Sent: Tuesday, July 16, 2013 10:07 AM
To: Outerbridge, Monique (CMS/OIS)
Cc: Murray, Ruairi S. (CMS/OIS); Grothe, Kirk A. (CMS/OIS); Berkley, Katrina (CMS/OIS); Oh, Mark U. (CMS/OIS); Van, Hung B. (CMS/OIS); Rhones, Rhonda D. (CMS/OIS)
Subject: RE: CGI Monthly Meeting Next Week
Importance: High

Did you see my other email about first just talking to [REDACTED] to convey just how low the confidence level and then pile on top of that the request for more money when we constantly struggle to get a release done, vacillating on delivery by due dates, and worse of all poor QA from build of the VMs all the way up to their software. They are the Prime and take direction from us so I don't want to hear about Marklogic, TMRK/URS, or anything elase. I just need to feel more confident they are not going to crash the plane at take-off, regardless of price.

Figure out how to get that conversation conducted and message conveyed.

Henry Chao
 Deputy CIO & Deputy Director,
 Office of Information Services
 Centers for Medicare & Medicaid Services
 [REDACTED]

From: Outerbridge, Monique (CMS/OIS)
Sent: Tuesday, July 16, 2013 10:02 AM
To: Robinson, Carolyn E. (CMS/OIS); Trenkle, Tony (CMS/OIS); King, Terris (CMS/OIS); Chao, Henry (CMS/OIS); Grothe, Kirk A. (CMS/OIS)
Cc: Shippy, Scott (CMS/OIS); Lewis, Melinda (CMS/OIS); Tierney, Janet L. (CMS/OIS); Blondell, Star (CMS/OIS); Weiss, Paul (CMS/OIS)
Subject: RE: CGI Monthly Meeting Next Week

I'm going to check with Mary to see if we can reschedule. Henry and I both will be in DC tomorrow and based on how Kirk looks and feels today I suspect he may not be in tomorrow.

From: Robinson, Carolyn E. (CMS/OIS)
Sent: Friday, July 12, 2013 12:11 PM
To: Trenkle, Tony (CMS/OIS); King, Terris (CMS/OIS); Chao, Henry (CMS/OIS); Grothe, Kirk A. (CMS/OIS)
Cc: Outerbridge, Monique (CMS/OIS); Shippy, Scott (CMS/OIS); Lewis, Melinda (CMS/OIS); Tierney, Janet L. (CMS/OIS); Blondell, Star (CMS/OIS); Weiss, Paul (CMS/OIS)
Subject: CGI Monthly Meeting Next Week

There is a CGI monthly meeting next week. Some information you all will want to know is that they need about \$38 million more to get them through Feb 2014. CIISG is reviewing the proposal, and they will be getting back, to Paul Weiss, by next Thursday. This \$38 does not include the approximate \$40 million we have in the budget for this contract.

Kirk, you will want to weigh in with any technical points you want to make.

PM Deployment: Schedule Impact of Slippages

- **PM Deployment Slippages:**
 - Plan Transfer and Plan Preview Initially Scheduled for 7/15
 - Latest Status and Plans:
 - PM (FFM & Hub) – Impl & Prod: for Plan Transfer attempted on 7/22
 - FFM deployment to implementation was completed but regressions testing identified issue with Drug templates. Prod deployment was called off for FFM and Hub given that two needs to stay in synch
 - Plan Transfer going into production 7/23 - NAIC has been notified of our status.
 - Plan Preview UAT initially scheduled for 7/23 but potentially pushed back by a day to 7/24
- **Schedule Impact:**
 - Schedules for upcoming releases 7/31, 8/15 (Deferred PM Functions) may be compressed and under pressure since the same resources may be needed
 - Shorter testing times for upcoming Production and Test Deployments because of the extra effort in splitting 7/15 release into multiple mini-releases – additional DEV, TEST and IMPL cycles
 - Splitting releases increases regression testing cycles and possibility of errors, causing compression of other releases that come after them

FM Releases : Schedule Impact of Slippages

- **FM Release Slippages:**
 - CSR Calculations – SBM Data Initially Scheduled for 7/15
 - Final CSR planned for 8/15
 - Latest Status and Plans:
 - FM (FFM) – Test: for fixes related to pulling data from URR, FFM, and creating a CSR report attempted on 7/22
 - FFM deployment to fix severity issues related to data pull (from URR and FFM-PM modules) as well as CSR calculation report did not yield planned results. CGI is troubleshooting.
 - Now being pushed to 7/31 (7/27 Saturday Actual date but now that slipped by a day to 7/28 Sunday)
- **Schedule Impact:**
 - Schedules for 8/15 release may be compressed and under pressure if any more slippages occur

E&E Test Releases : Schedule Impact of Slippages

- **E&E Test Deployment 7/15 Slippages:**
 - Initial Release targeted for 7/15
 - Latest Status and Plans:
 - E&E (FFM) – Prod': for fixes related to Direct Enrollment web services and FFM application workflow attempted on 7/22
 - FFM deployment included updates to the Individual Application to ensure existing break in workflow has been corrected, deploy Direct Enrollment services, and fix 834 trigger in plan compare. For the most part, intended deployment results were obtained. However, we are seeing an issue in Plan Compare where session is getting lost (which effectively ends the workflow but does not impact Direct Enrollment testing).
 - My Account – Individual (Pages) – shifted to 7/31
 - My Account – Individual (Services) – shifted to 7/31
 - Enrollment - Create ESD (Services) – shifted to 7/31 and 8/30
 - Call Center Integration (Services) – shifted to 7/31
 - Plan Compare – Dental Screening Questions (Services) – Shifted to 7/31
 - Individual Application – General (Services) & Get Started (Pages) – Shifted to 8/15
 - Secondary Layering (UI) (Pages) – Shifted to 8/15 and 8/30
- **Schedule Impact:**
 - Shorter Issuer testing time windows – originally planned for 7/19 and now might be 7/24
 - Short testing windows may impact Quality if Day 1 functionality is being developed all the way up to 8/31 and 9/15
 - Cascading slippages may occur. If functionality planned for July slip, it may cause slippages in August where a lot more functionality is already planned.